



# **LOCAL GOVERNMENTS: LEGITIMATE ACTORS FOR DEVELOPMENT**

Results achieved by the  
UCLG Champions for  
Development Cooperation

*Capacity and Institution Building  
Working Group*



**UCLG**  
United Cities  
and Local Governments

**Publication developed by the Capacity and Institution Building (CIB)  
Working Group of United Cities and Local Governments (UCLG)**

**With support from the UCLG World Secretariat**

**Coordination and editing**

CIB Working Group secretariat

**Please visit**

[Champions.uclg.org](http://Champions.uclg.org)

[www.cib-uclg.org](http://www.cib-uclg.org)



**Or contact us at**

[uclg.cib@vng.nl](mailto:uclg.cib@vng.nl)

Twitter: CIB Working Group @UCLG\_CIB

# Contents

UCLG Policy Paper on Development Cooperation: the Champions' mandate . . . . .	.5
Key messages of the UCLG Policy Paper . . . . .	.7
The future is local . . . . .	.8
Significant public "actors for development" in international cooperation . . . . .	.9
UCLG's Call for action . . . . .	11
Champions' achievements . . . . .	13
Locally owned priorities ensure more effective development . . . . .	15
Empowering local governments as leaders of development . . . . .	17
Effective solution to development challenges . . . . .	18
UCLG Champions . . . . .	20

“Municipal International Cooperation and decentralised cooperation, partnership, twinning, international local government diplomacy, sister city links, and mutual assistance through capacity-building programmes and international municipal solidarity initiatives, are a vital contribution to the construction of a peaceful and sustainably developed world.”

(Preamble to the Statutes of United Cities and Local Governments (UCLG))



**BERRY VRBANOVIC**

“The adoption of the Sustainable Development Goals represent a huge opportunity for all of us. For local governments, it also represents a big challenge: it is at local level where the goals can be met, but without sufficient recognition of the need to involve them in the definition and implementation of the goals, and the capacity they need to do that effectively, it will be difficult to play their role effectively.

Localization of the SDGs and involvement of all stakeholders on the ground will therefore be crucial to ensure effective attainment of the goals. Localization of development cooperation policies are thus an end in itself, as it should guarantee that the needs of communities are driving cooperation.

Local government development cooperation is an effective means to strengthen local governments to play this role.”

Berry Vrbanovic,  
Global UCLG Champion on Development  
Cooperation  
UCLG Deputy Treasurer  
Mayor of Kitchener [Canada]



**HUBERT JULIEN LAFERRIERE**

“In an increasingly urban context, local and regional governments will need to provide basic services to hundreds of millions of new urban dwellers in the next 20 years and will need to facilitate local economic development initiatives.

Priority should be given to empowering local governments to fulfil their potential as development actors to ensure effective, coherent and accountable development through bottom up and demand driven cooperation.”

Hubert Julien Laferriere,  
Global UCLG Champion on Development  
Cooperation  
Mayor of the 9th district of Lyon [France]



# UCLG Policy Paper on Development Cooperation: the Champions' mandate

In the past decades, local governments and their associations have increased and enhanced their involvement in development co-operation, with a view to contributing to capacity development of local governments, to facilitate and strengthen decentralization and local development processes, and to contribute to poverty reduction and the attainment of international development goals.

The international community is increasingly recognizing the considerable contributions that local governments make to development. There is a great variety in partnerships between local governments and their associations, and an important complementarity to other development cooperation interventions.

The UCLG Policy Paper on Development Cooperation, approved by UCLG in 2012, describes the strengths and opportunities for local government development cooperation and looks at the need to continue creating innovative approaches to achieve concrete results and measure the impact.

On the basis of the Policy Paper, the UCLG Committee on Development Cooperation and City Diplomacy, supported by the Capacity and Institution Building (CIB) Working Group and the UCLG World Secretariat, developed a programme for UCLG Champions within the UCLG network that could speak about their local experiences in development cooperation and how to achieve best results on the ground. This booklet gives some insight in their stories and the progress that these Champions have made in the past years.



**ROGER ANDERSON**

Chair of the UCLG Committee on  
Development Cooperation and  
City Diplomacy  
Chair of FCM's Standing Committee on  
International Relations  
Chair Durham Region  
[Canada]



**TON ROMBOUTS**

Co-chair of the UCLG Committee on  
Development Cooperation and  
City Diplomacy  
Chair of VNG Committee on International  
Affairs  
Mayor of 's-Hertogenbosch  
[The Netherlands]

# UCLG POLICY PAPER ON DEVELOPMENT COOPERATION AND LOCAL GOVERNMENT

UCLG Policy Statement

---

UCLG Policy Paper



# Key messages of the UCLG Policy Paper

UCLG and its members are committed to raising awareness about the important contribution that local governments can make to development cooperation.

UCLG believes that:

1. The international community and national governments must recognise the **important role played by local governments in development cooperation** and support their engagement as partners in planning, implementing and coordinating strategies to promote social and sustainable economic development;
2. In a context of increasing urban growth and decentralisation, local governments are ideally positioned to understand and respond to the needs and challenges facing citizens and their communities but frequently lack the resources to do so. The international community must ensure **adequate funding is directed to local governments to mobilise their skills, resources and networks** to support development;
3. Strong and effective local government are critical to **ensuring democratic, prosperous and safe communities and in resolving developmental challenges** at the local, national, regional and global level; and
4. The **contribution of local governments and their associations to more effective and sustainable development can only be of value if they are strengthened to play this role**. Local governments contribute to the empowerment and ownership of development initiatives by local communities leading to enhanced sustainability of development cooperation.

*Source: UCLG Policy Paper on Development Cooperation and Local Government*

# The future is local

## **Local governments are essential, accountable, democratic leaders and agents of development**

- In a context of increasing urban growth and decentralisation, local governments are ideally positioned to understand and respond to challenges facing citizens and their communities.
- Local governments perform three broad roles:
  - » they provide voice, leadership and 'strategic vision' for their community (i.e. through public participation systems, they enable citizens to get involved in local decision making and take greater ownership over the development process);
  - » they provide or organise local public services essential for people's well-being; and
  - » they act as catalysts and drivers for the local development process, convening the multiple partners in the community (e.g. civil society, policy makers, the private sector, etc.)
- Yet, they frequently lack the resources to perform these roles effectively.

*Source: UCLG Policy Paper on Development Cooperation and Local Government*





# Significant public “actors for development” in international cooperation

- Worldwide, local governments and their associations (LGAs) have built a strong track record in development cooperation and are involved in **many forms of partnership and cooperation**. These many forms demonstrate that they have unique skills, responsibilities and resources that they can contribute to development cooperation.
- Local government development cooperation needs to be recognised as a **positive local public policy**, requiring support between all levels of government and clear legal frameworks.
- On the basis of the principle of “ownership”, Southern local governments **need to be brought on board** in the processes of planning and delivering development assistance.
- Yet, local government and LGA engagement as partners in development discourse and policy dialogue with donors and international organisations is recent.

*Source: UCLG Policy Paper on Development Cooperation and Local Government*







# UCLG's Call for action

## **National governments, donors and international organisations are called on to:**

1. Further recognize local governments and their associations as key development actors and support their fully-fledged participation, consultation and engagement in national and sectoral policy dialogues on development cooperation;
2. Provide adequate funding for local governments and LGAs to participate in development cooperation (i.e. 20% of international development assistance to be earmarked to support decentralization processes and the capacity building of local governments and LGA); and
3. Ensure that enabling legal frameworks and programming mechanisms are in place to allow local governments and LGAs take part in the decision-making processes around development policies that affect them and their communities. The frameworks should also enable local governments and LGAs to lead and manage international cooperation programs, focusing on priorities relevant to them.

## **Local governments and their associations are called upon to:**

1. Strengthen their capacities and engage in a dialogue with donors and national governments to ensure that their needs and concerns are clearly understood and supported;
2. Ensure that all local government development cooperation initiatives are well coordinated and developed within the framework of country development strategies that take into account the national socioeconomic, political and cultural contexts;
3. Promote participatory development processes to ensure that the full diversity of the community voices is heard; and
4. Explore and develop long-term partnerships with other development actors (e.g. bilateral and multilateral donors, CSOs, private sector, etc.)

*Source: UCLG Policy Paper on Development Cooperation and Local Government*



## Emalahleni Local Municipality Mayor is nominated as a Champion for Development Co-operation



Honourable Nomveliso Nyukwana, Emalahleni Local Municipality Mayor

Emalahleni Local Municipality Mayor, the Honourable Nomveliso Nyukwana was part of the developments of the engagements during the Conference of United Cities and Local Government which was held in Rabat, Morocco last year. She was nominated as one of the Champions for Development Cooperation of a global organization of United Cities and Local Governments (UCLG).

She will be working with those responsible for leading the work of the Committee on Development Cooperation and City Diplomacy. This immense task necessitate that all the role players/champions are trained to be equal to their expected responsibilities, training took place on the 16 & 17 January 2014 in The Hague, Netherlands. The main aim of the training is to give Champions insight in the developments in international development agenda, to explain the tools developed and to define their involvement in the advocacy work agenda.

Issued by Strategic Management Directorate, Communications Section Emalahleni  
047 878 0020/074 190 5196/078 286 7769



Bangangté, le 21 .

EXCELLENCE MONSIEUR LE MIN.  
DE L'ADMINISTRATION TERRITORIALE  
ET DE LA DECENTRALISATION  
**YAOUNDE**

Objet : Requête : les Gouvernements Locaux souhaitent être soutenus dans le rôle clé qui est le leur et celui de leurs instances de représentation en tant qu'acteurs à part entière du développement

Excellence Monsieur le Ministre,

Je vous écris en qualité de Maire de la Commune de Bangangté, Championne CGLU (Cités et Gouvernements Locaux Unis) de la Coopération au Développement et les Gouvernements locaux, formée les 16 et 17 Janvier 2014 à La Haye aux Pays Bas pour faire le plaidoyer des messages clés du Document d'Orientation Politique sur la Coopération au Développement et les Gouvernements Locaux.

Comme vous le savez, nous, les Collectivités Locales et Régionales, avons été reconnues comme acteurs clés du Développement. Non contents d'être à la fois des moteurs et des agents essentiels, responsables et démocratiques du développement local au nom de leurs Communautés, nous jouons également un rôle significatif en tant qu'acteurs publics de la Coopération Internationale au Développement.

Depuis sa création, CGLU et ses membres contribuent activement à la réalisation des Objectifs du Millénaire pour le Développement (OMD), et ont été très largement impliqués dans les débats de l'Agenda Post-2015 et Habitat III. Aujourd'hui, les communautés de toutes tailles, et tout particulièrement les villes, qui accueillent plus de la moitié de la population de la planète, appellent à une plus grande reconnaissance de leur rôle et demandent le renforcement du soutien politique et financier pour faire progresser l'agenda du développement durable.

ce contexte, et prenant la mesure de la richesse des expériences des Gouvernements Locaux et leurs associations, CGLU a



Bangangté, le 21 F

MADAME LA COORDONNATRICE NATIONAL  
PADDL - GIZ  
**YAOUNDE**

Objet : Requête : les Gouvernements Locaux souhaitent être soutenus dans le rôle clé qui est le leur et celui de leurs instances de représentation en tant qu'acteurs à part entière du développement

Madame la Coordonnatrice,

Je vous écris en qualité de Maire de la Commune de Bangangté, Championne CGLU (Cités et Gouvernements Locaux Unis) de la Coopération au Développement et les Gouvernements locaux, formée les 16 et 17 Janvier 2014 à La Haye aux Pays Bas pour faire le plaidoyer des messages clés du Document d'Orientation Politique sur la Coopération au Développement et les Gouvernements Locaux.

Comme vous le savez, nous, les Collectivités Locales et Régionales, avons été reconnues comme acteurs clés du développement. Non contents d'être à la fois des moteurs et des agents essentiels, responsables et démocratiques du développement local au nom de leurs communautés, nous jouons également un rôle significatif en tant qu'acteurs publics de la Coopération Internationale au développement.

Depuis sa création, CGLU et ses membres contribuent activement à la réalisation des Objectifs du Millénaire pour le Développement (OMD), et ont été très largement impliqués dans les débats de l'Agenda Post-2015 et Habitat III. Aujourd'hui, les communautés de toutes tailles, et tout particulièrement les villes, qui accueillent plus de la moitié de la population de la planète, appellent à une plus grande reconnaissance de leur rôle et demandent le renforcement du soutien politique et financier pour faire progresser l'agenda du développement durable.

te, et prenant la mesure de la richesse des expériences des Gouvernements Locaux et leurs associations, CGLU a

“For those of you who were present in Berlin, at the DCF Germany Symposium, let me recall a particular moment when a mayor was so moved by what was being discussed on the panel, that while making her comments from the floor, she walked up to the podium and handed flyers to the panelists, vividly pointing out how her city was handling things in a different way, to ensure development cooperation was directed where it was most needed and would have the greatest impact, on the lives of the poorest and most marginalized.”

Opening remarks by His Excellency Martin Sajdik, President of the UN Economic and Social Council to the 4th Biennial Development Cooperation, “Bringing the future of development cooperation to post-2015”, UN Headquarters, New York, 10 July 2014



# Champions' achievements

- Various blogs and news articles have been dedicated to the actions of the Champions. There has been very **good media coverage** from their work.
- As a result of the interventions of the Champions in international meetings from the UN, from the OECD, and other stakeholders, the role of local and regional governments in development and in development cooperation have become more **explicitly recognized in various documents**.
- Since 2014 the local and regional government constituency, as a joint effort from the Champions and the secretariats of UCLG/FOGAR, is included in the **Steering Committee of the Global Partnership for Effective Development** Cooperation. Participation in the UN Development Cooperation Forum is also more robust than before.
- In various cases, at national level, the Champions have been pushing for **inclusion of local governments in the consultations for national development priorities** or international processes such as Habitat III or the Sustainable Development Goals.
- The Champions wish to continue striving for local governments to be seen as full partners in both the definition of national development strategies and the effectiveness of peer-to-peer support for strengthening their capacity.



# Locally owned priorities ensure more effective development

“As mayor of Bagangté Municipality in Cameroon, I developed a project to provide drinking water to my citizens. With support from the International Association of Francophone Mayors, we built a well and held a large campaign to explain the need for citizens to pay taxes to ensure long-term sustainability of the drinking water system. Access to water was steadily increasing.

When our central government all of a sudden decided to launch a project in my region to provide free drinking water to citizens, I told the government that we already had a programme to provide my people with access to water and that their new project was and potentially unsustainable in the long term.

I am convinced that charging citizens for a service makes them take better care of the water supply system, and ensures long term sustainability, as maintenance will be easier when people feel that the service belongs to them because they pay for it. I explained that if the central government wanted to invest in my community, their support for access to electricity would be more useful. Unfortunately, the Ministry did not want to change or transform the project in line with the local needs.

This example is a typical one. In many countries, local priorities are not taken sufficiently into account, or not sufficiently known. Local governments are on the front line of dealing with developmental challenges, and identifying solutions to them. It is only natural that they take a leading role in the elaboration of development strategies for their areas. A formal consultation mechanism should ensure that these are included in national development strategies. What's more, local governments and their associations should be supported to have the capacity to engage in this dialogue.”

*Queen Mother Célestine Ketcha Epse. Courtès, Mayor of Bagangté (Cameroon)*

*UCLG Champion on Development Cooperation*







# Empowering local governments as leaders of development

“Developmental challenges are most evident at local level. Take, for example, my own municipality of Eastern-Cape Emalahleni Local Municipality in South Africa. My country might meet some of the MDG targets as a result of the national average, but we still have much to do to tackle extreme poverty in my own area. I am really worried about opportunities for youth and for vulnerable groups in our municipality, as unemployment is high and the need for housing is pressing.

Local governments must respond to the development challenges of citizens and provide sustainable solutions. Nationally and internationally funded projects start and conclude, but continuity is hardly ever ensured. It is crucial to ensure that we, as a municipality, and with the support of our development partners, maintain skills within our territory. Many capable people with entrepreneurship skills leave if we don't provide them with opportunities; our integrated development planning needs to initiate projects that can create sustainable jobs, for example through localizing of the production.

Local governments are on the frontline of dealing with development challenges and identifying solutions to these challenges. It is therefore only natural that they should lead development strategies for their areas. In order to empower local governments to seize their role in development strategies, I think it is crucial to strengthen their capacities to achieve the development goals. A top down approach by central government can result in development policies that are ill-adapted to local needs and contexts.

There are various ways to strengthen local government capacity. Programmes implemented by the national government can strengthen decentralisation. Individual support can also come from partner local governments in the region or other parts of the world.

Emalahleni municipality is supported on the theme of economic development through the Local Government Capacity Programme, managed by VNG International, the international co-operation agency of the Association of Netherlands Municipalities [VNG]. This type of co-operation, in which Dutch municipal experts from the City of Dordrecht [Netherlands] partner with experts from our municipality, complements other relevant support.

I have found that this type of peer-to-peer decentralised co-operation has a high degree of relevance, efficiency, effectiveness and sustainability. The themes and issues addressed in the co-operation initiatives are based on the key priorities for the municipalities involved and on long-term relationships, which are based on trust, transparency and good dialogue.”

*Nomveliso Nyukwana, Mayor of Emalahleni Eastern-Cape Municipality [South Africa]*

*UCLG Champion on Development Cooperation*

# Effective solution to development challenges

The five unique strengths of decentralised development cooperation

## 1. Peer-to-peer learning for enhanced knowledge

Transfer of knowledge and experience between municipalities on a basis of trust and equality enables a genuine learning process. The partnership makes use of the unique in-depth knowledge of local and regional governments on service delivery, good governance and accountability.

## 2. Long-term support for strengthening the local and regional government sector

The long-term relationship results in trust and good dialogue which enables sustainability and effective and efficient capacity development.

## 3. Cost-effective sustainable processes through existing structures

Strengthening existing organisations and thus avoiding setting up parallel structures ensures sustainability. As there is no need to hire long-term consultants or set up project offices, the partnerships are cost-effective.

## 4. Leverage learning effects

The partnerships can leverage learning effects and knowledge between different levels of government and different levels of society. They contribute to building leadership at the local level.

## 5. Reciprocity

As the partnerships are built on a basis of equality, both partners benefit from the partnership; for European partners this mainly results in community development and active citizenship through international visibility, increased problem-solving capacity through access to good practices, and strengthened human resources.

*Source: Development Effectiveness at the local and regional level, PLATFORMA*



**AMIRI NONDO**

“I expect that the international community addresses the need to involve local governments and their associations in shaping the policies at national, regional and international level.

Local governments have increasingly become key global development actors. It is critically that they have good local economic development plans in place. They therefore need to be supported to develop institutional capacities and skill to play their role in economic development effectively.

Together with the Association of Local Authorities of Tanzania (ALAT) and the Federation of Canadian Municipalities (FCM), the city of Morogoro works on including the informal sector in the economic development strategy in 12 clusters from poor local communities.”

Amiri Nondo,  
UCLG Champion on Development Cooperation  
Mayor of Morogoro (Tanzania)



**TUNÇ SOYER**

“Urban expansion creates enormous economic opportunities. However, it can also be the cause of great economic hardship and even increased poverty. Urbanization can create tensions between the urban areas and the village lands, endangering local production of food.

The central government needs to include local governments from urban and rural areas in decision making processes; consultation in early stages of development priorities is crucial to ensure broad-based democratic ownership and will balance the interests of cities and villages.”

Tunç Soyer,  
UCLG Champion on Development Cooperation  
Mayor of Seferihisar (Turkey)

# UCLG Champions

## – GLOBAL CHAMPIONS –



**HUBERT JULIEN LAFERRIERE**

Mayor of 9<sup>th</sup> District of Lyon [France]. As former deputy mayor of Lyon, in charge of decentralized cooperation and international solidarity, he has promoted the development of cooperation projects with the partner cities of Lyon, mobilized and supported the actors of Lyon working for international solidarity and contributed to international and national debates on the essential role of the local authorities in the development process.



**BERRY VRBANOVIC**

Mayor of Kitchener, Vrbanovic was first elected in 1994 and served 6 terms as Councillor of the City of Kitchener. He serves as Mayor since 2015.

Vrbanovic is President Emeritus (2011-12) of the Federation of Canadian Municipalities [FCM]. Within the global organization of United Cities and Local Governments [UCLG] he served as co-chair of the UCLG Committee on Development Cooperation and City Diplomacy. Since 2013 he is UCLG's Deputy Treasurer.



## – REGIONAL CHAMPIONS –



**MS. CÉLESTINE KETCHA EPSE COURTÈS**

Mayor of Bagangté. Ms. Ketcha Courtès has been involved with the local government Baganté since 1997 and has been Mayor since 2007. She holds multiple other posts, including Vice-president of the Women's Local African Elected Officials Network (REFELA) and President of the Humanitarian Aid and Risk Management Commission of the International Association of Francophone Mayors (AIMF).



**MR. AMIRI NONDO**

Mayor of Morogoro, Tanzania. Besides being Lord Mayor of Morogoro, Mr. Nondo is also a board member of the Association of Local Authorities of Tanzania (ALAT). From 2005 to 2010, he was Deputy Mayor of Morogoro. Mr Nondo holds a Bachelor degree in Political Science and Public Administration and a Master degree in Human Resources.



**MS. NOMVELISO NYUKWANA**

Mayor of Emalahleni, South Africa. Ms. Nyukwana joined local government as a part-time Councillor serving in the Finance Standing Committee and Municipal Public Accounts Committee. She has a background in education and has been involved in local politics since 1995. She has been mayor of Emalahleni since May 2011.

## – REGIONAL CHAMPIONS –



**MR. TUNÇ SOYER**

Mayor of Seferihisar, Turkey. Mr. Soyer started working for the municipality of İzmir in 2003. Between 2004 and 2006, Mr. Soyer worked as the manager of foreign affairs in the İzmir Chamber of Commerce and as General Secretary Assistant. In 2009 Tunç Soyer was elected as the mayor of Seferihisar and brought the Cittaslow movement, an international model of local development, to Turkey and urged the expansion of the movement to other geographical areas.



**MR. HUGUA**

Regent Mayor of Wakatobi Regency Government, Indonesia. Before taking the post of Mayor of Wakatobi, Mr. Hugua was a Community development specialist consultant. He was appointed Mayor in 2006 and given a second term in 2011. Additionally, he is head of the section of environment and natural resources of Local Government Association of Indonesia (APKASI); head of the Indonesia Marine Tourism Association (ASWINDO) and member of United Nations Advisory Committee of Local Authorities (UNACLA).





